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25 November 1955

28 MAR 1956 By: 020

MEMORANDUM FOR: Deputy Director (Intelligence)

SUBJECT: Manpower Utilization

REFERENCE: Memorandum from DD/I to AD/O, dated 18 November 1955,
same subject

1. Approximately two years ago, this Office required its Divisions to submit lists of their activities in descending order of priority. This exercise was instructive and provided this Office with useful information in regard to what positions could be eliminated with a minimum of disruption to our operations if we were faced with an additional reduction in ceiling. Approximately four weeks ago, the Divisions were asked to bring these papers up to date.

2. Even though a good deal of thought and time and effort have been put into these studies over the past two years, it has proven almost impossible within the short space of less than one week to give sufficient analytical thought to manpower utilization and to provide clear-cut specific answers to subparagraphs 2a, b, c, d, and e of reference memorandum. There are many questions which should be considered more extensively than has been possible. If each Division were given a 10% reduction based on on-duty strength as of 31 October 1955, and if this reduction were then prorated over all of the divisional activities, would this in fact reduce the manpower of each activity to the extent that all of them were not operating efficiently? Might it not be better to eliminate an entire activity and maintain the rest at full strength? It will be noted that the three Division Chiefs have prorated their cuts and I believe on balance after only a brief scrutiny of their submissions that they have been correct. (Their submissions were only received in this Office this morning.) It is impossible for this Office in a matter of a few hours to analyze the divisional submissions and to determine whether there is any conflict between our thinking and the Division Chiefs. There is also the problem of determining whether this Office should prorate a 10% cut between the Divisions or arbitrarily determine that one Division will take a 20% cut and another Division will take none. It is my present feeling that if in fact a 10% cut is imposed upon this Office, it will not be passed on to the Divisions on a pro rata basis but some will be cut more than others. However, I am unwilling to make a snap judgment and determine how these cuts should be apportioned until I have discussed in detail with the Division Chiefs their respective papers and given considerably more thought to the overall OO picture.

Subject: Manpower Utilization

3. I should also like to point out that the requirements levied on this Office as a collector of intelligence information are constantly changing from day to day which necessitates the addition of new activities and the elimination of old ones. Therefore, the basis for allocating cuts to any one division today might be materially changed within a short space of time. It follows that the elimination of positions as envisaged by the Division Chiefs cannot be viewed as firm commitments. Further, it is difficult for a collecting Office to determine which one of its activities should be discontinued, as such a determination might well lie within the purview of the consumer.

4. For the purpose of this paper, I have requested the Division Chiefs to accept a cut of 10%, based on their on-duty strength as of 31 October 1955. I further requested them, however, to increase this cut to [redacted] personnel per division to provide me with a little additional flexibility in possibly reapportioning the cuts as between the Divisions. This, however, I am not attempting to do.

5. As of the close of business 31 October 1955, the on-duty strength of the Office of Operations was as follows:

25X1A7b

OAD/O	[redacted]
Sovmat Staff	[redacted]
OO/C	[redacted]
[redacted]	[redacted]
FDD	[redacted]
Total	[redacted]

25X9A2

25X9A2

The following cuts have been allocated:

	<u>Reduction</u>	<u>After 10% Cut</u>
25X1A7b		
OAD/O and Sovmat	[redacted]	[redacted]
OO/C	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
FDD	[redacted]	[redacted]
Total	[redacted]	[redacted]

25X9A2

25X9

Subject: Manpower Utilization

25X9

Division to continue to operate its machines although on a slightly reduced basis. This is a point which must be discussed with the Division Chief as there is some doubt in my mind as to whether the machine operation of Source Index should be continued at the expense of Contact Specialists in the Field.

6. I am glad to note that in response to paragraph 2c of reference memorandum, there appears to be little duplication. This I attribute to the fairly clear NSCID's under which we operate.

7. The answers to paragraph 2d of reference memorandum appear to be self-explanatory and I do not feel that they are exaggerated.

8. The Foreign Documents Division is the only Division to make use of external contracting procedures, namely [REDACTED]. The Division Chief has stated that under certain conditions he might effect a saving of [REDACTED] classified employees by greater utilization of external contractual procedures. I believe that the Division Chief minimizes the difficulties involved. In addition to the three assumptions which he sets forth, other problems are inherent:

25X1A5a1

- a. Declassification of material and requirements;
- b. Full clearance of contractual personnel;
- c. Erratic quality of reporting as between the various contractors;
- d. Virtual impossibility of enforcing deadlines;
- e. Greater administrative burden in allocating material to contractors, checking translated material, following up on deadlines, etc.

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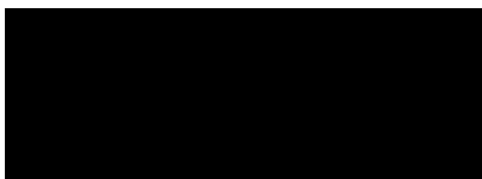
Subject: Manpower Utilization

9. I should like to point out that at present I consider that this Office is operating with a minimum of personnel and that any reduction in force must of necessity impair its operation. However, this Office intends to pursue the subject of manpower utilization further by taking the following steps:

a. Close consultation with each Division Chief in analyzing his Division submission with a view to determining whether in fact his proposed cuts have been properly allocated internally;

b. Determining if a 10% reduction in strength is imposed on this Office, how it will be reallocated to the Divisions; and

c. Keeping our manpower utilization studies under constant review.



25X1A9a

Deputy Assistant Director for Operations

3 Enclosures

25X1A7b TAB A - OO/C Manpower Utilization Plan
TAB B - " " "
TAB C - FDD " " "

MISSING PAGE

ORIGINAL DOCUMENT MISSING PAGE(S):

NO tabs